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6 JUL 1976

MEMORANDUM FOR: Comptroller

FROM: Theodore G. Shackley
Acting Deputy Director for Operations

SUBJECT: Executive Advisory Group

REFERENCE: Memorandum from Comptroller's Office
dated 28 June 1976, Subject: Potential
Topics for Executive Advisory Group

1. Topics

Members of the Operations Directorate have been polled for ideas which the Executive Advisory Group (EAG) might usefully address. Most of these ideas are community oriented, rather than internal to the CIA, but the CIA might well take the lead in moving some of these goals forward within the Community.

2. Items

a. Consolidation of Ground Photography



b. Centralized vs. Decentralized R&D

Mission-related R&D possibly should be decentralized, while R&D duties of common concern should be handled by a central R&D office. An R&D Board should review all major CIA R&D actions and should have representation from other agencies in the Intelligence Community, e.g., DoD, NSA, DIA.

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c. Single Nomenclature System for Agency

Developed Equipment

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The EAG should commission a panel to recommend a single nomenclature system for Agency developed equipment.

[Redacted]

The benefits of a good, standard nomenclature system are:

- (1) positive identification of the equipment,
- (2) avoidance of duplicate assignments,
- (3) some idea as to purpose or function of the equipment, and
- (4) an indication whether it is a prototype, production model, improved or modified version, etc.

The new Agency nomenclature system should be coordinated with DoD.

d. Legislation

The Agency in concert with other affected elements of the U.S. Government should undertake a study of the impact of the Freedom of Information and Privacy Acts on the conduct of its operations in terms of secrecy, manpower, funds, and national interest. The results of such a study should be made available to key members of the Congress with a view to better defining (if not restricting) the purpose and scope of Freedom of Information and Privacy Act legislation.

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[Redacted]

Theodore G. Shackley
Acting Deputy Director for Operations

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8 July 1976

MEMORANDUM FOR: Jim Taylor

SUBJECT : Candidate Agenda Items for the EAG

1. The following list of six items were selected by a balancing, in my judgment, between importance and appropriateness for the EAG and probability of the EAG making a useful contribution. This approach has the difficulty of setting aside certain other issues which are clearly extremely important, but impress me as being so intangible that the EAG, at least initially, has little chance of making useful and coherent contributions.

A. CIA R&D Program

This is an appropriate EAG item in that the R&D program relates, at least in some measure, to all four Directorates. As recently as three years ago, the R&D program was in terrible condition. The program rationale was fragmented and frequently there was little or no justification for specific projects. There was also little or no interaction among the various involved organizations. The situation has vastly improved, but it would be useful to review the program now that some of the dust has settled from the major restructuring of a few years ago. The following three areas need examination:

(1) Rationale for the R&D program. Why does CIA have an R&D program and what are the important products of that program are both questions that need answering.

(2) Adequacy of the R&D program both in terms of technical scope and program content. The R&D program does not cover all areas within the Agency which might benefit from R&D. Nor does it treat uniformly all the areas that are currently supported by the program. R&D planning tends to evolve from the bottom up and lacks a policy framework for guidance.

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(3) Interface between R&D and operational applications. Much of the R&D program depends for its ultimate success on transferring the results of the R&D process to an application outside the immediate organization responsible for the R&D. This interface by its nature is always a problem. The EAG is in an excellent position to examine ways of handling the transfer process.

B. Technical Collection Initiatives

The CIA is in a unique position with its combination of technical and operational assets to undertake a range of valuable, cost effective technical collection programs. More has not been done for three reasons:

(1) An effective mechanism for coordinating technical and operational resources does not exist.

(2) There has been no coherent policy enunciated which establishes this program area as important and relevant.

(3) It has been difficult to defend adequate resources within CIAP as it is currently framed.

The "NIO for Special Ops" mechanisms have been useful and served to catalyze several important programs. On the other hand, a policy is needed and enunciation of priorities and general objectives required if this program area is to be pursued.

C. Data Processing

There are three specific topics that could benefit from an EAG catalyzed examination:

(1) Long range planning for computer equipment and facilities to meet the future requirements of the Agency. The Agency's data processing requirements are evolving and the computer technology is changing in fundamental ways. For example, mini computers are now here in many forms and with a range of capabilities and costs. The big, powerful centralized computer facility that the Agency now has may not be the correct approach for the future given these two factors.

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(2) Associated with the equipment issue is the perennial issue of centralization versus decentralization of the management of data processing equipment. Although it is not entirely independent of the equipment configuration for the future, the issue is common to all reasonable alternatives.

(3) Another question is the development of software. The current situation is unfocused and diverse. The mechanisms for acquiring software are many and the coupling between the various groups involved in the process is poor. Nonetheless there are some advantages to the current arrangements. A review and a consequent policy is required.

D. CIA SIGINT Program

The CIA SIGINT program is now under examination. The mechanism which the DDCI has selected is workable and the EAG must participate to stay informed and to insure that the work moves along expeditiously.

E. Media and Format for Intelligence Reporting

This is an old subject but very little progress has been made toward taking advantage of techniques and technology. The EAG could benefit this whole process by examining the general subject with the objective of identifying a mechanism for catalyzing change.

F. Role of Data and Information Processors

NPIC, NSA and the DDO fall in the category of collectors and processors of information but do not have a responsibility for all source analysis and intelligence production. However, these organizations find themselves in the unique position of possessing key information and thereby are able to control the analytical process without being in a position to form balanced conclusions based on the full range of available data and information. This is a perennial problem which the EAG or the CIA cannot resolve, but consideration of the issue at the EAG level might have a beneficial effect and lead to a more reasoned articulation of the issues.

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2. There are other issues that the EAG might consider, but I am fairly confident that the EAG can make a meaningful contribution on the above items.



Leslie C. Dirks

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